



Requirements Webinar

24 September 2015



- Everybody starts on mute
- If you have a question, raise your hand for recognition
 - Keep questions short and to the point
 - Contact us offline if you need a longer discussion
- You can unmute yourself by pushing *6
- We will re-mute everybody, if we get too much background noise
- You can type in questions via the chat feature

1. Guest speaker: Dr. Scott Maley
The Capability-Mission Lattice 2.0
2. Changes to Requirements Training
 - Congressional interest
 - The demand for new courses
 - Updates to the RQM courses
3. Questions from the Participants
4. Upcoming Classes and Events
5. Additional topics for future webinars?



The Capability-Mission Lattice 2.0

Dr. Scott Maley
24 September 2015
Requirements Webinar



Capability-Mission

Lattice 2.0

(Ends-Ways-Means)

27 July 2015

National Security Strategy

National Defense Strategy

National Military Strategy

National Security
Interests

Unified Command
Plan

Quadrennial
Defense Review

Quadrennial Roles/
Missions Review

Defense Planning
Guidance

Joint Strategic
Capabilities Plan

Guidance for Employment
of the Force

GFM Implementation
Guidance

**Strategic
Guidance**

National Security Strategy

National Defense Strategy

National Military Strategy

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of the Force

GFM Implementation
Guidance

Missions / Planning / Operations

Maintain Nuclear Deterrence

Defense of the Homeland

Defeat Adversaries

Global Stabilizing Presence

Combat Terrorism

Counter Weapons of Mass Destruction

Deny Adversary Objectives

Crisis Response / Limited Contingency Ops

Military Engagement / Security Cooperation

Counterinsurgency and Stability Ops

Support to Civil Authorities

Humanitarian Assistance / Disaster Response

ISCs / OPLANS / CONPLANS

CCJO / Other Concepts and CONOPS

Capability-Mission Lattice 2.0 (Ends-Ways-Means)

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of the Force

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Strategic Guidance

Missions / Planning / Operations

Maintain Nuclear Deterrence	ISCs / OPLANS / CONPLANS	CCJO / Other Concepts and CONOPS
Defense of the Homeland		
Defeat Adversaries		
Global Stabilizing Presence		
Combat Terrorism		
Counter Weapons of Mass Destruction		
Deny Adversary Objectives		
Crisis Response / Limited Contingency Ops		
Military Engagement / Security Cooperation		
Counterinsurgency and Stability Ops		
Support to Civil Authorities		
Humanitarian Assistance / Disaster Response		

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Guidance for Employment
of the Force

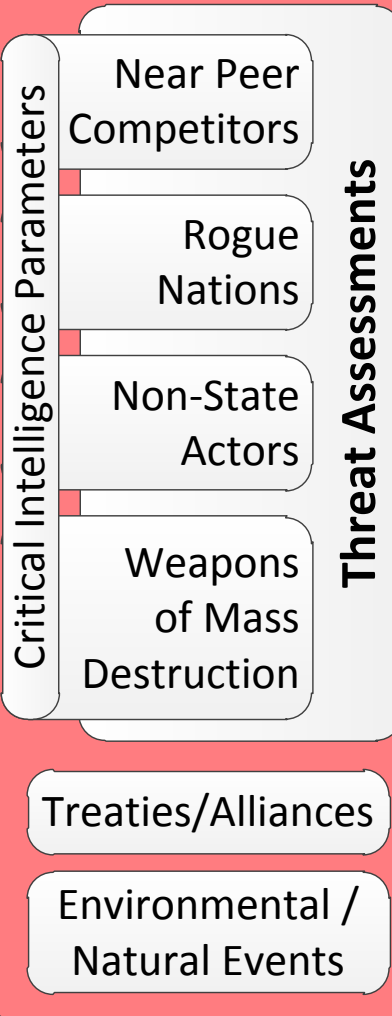
GFM Implementation
Guidance

**Strategic
Guidance**

Missions / Planning / Operations

Maintain Nuclear Deterrence	ISCs / OPLANS / CONPLANS	CCIO / Other Concepts and CONOPS
Defense of the Homeland		
Defeat Adversaries		
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Counterinsurgency and Stability Ops		
Support to Civil Authorities		
Humanitarian Assistance / Disaster Response		

Threats/ Conditions



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Support to Civil Authorities		
Humanitarian Assistance / Disaster Response		

Threats/ Conditions

Critical Intelligence Parameters	Near Peer Competitors	Threat Assessments
	Rogue Nations	
	Non-State Actors	
	Weapons of Mass Destruction	
	Treaties/Alliances	
	Environmental / Natural Events	

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Defense of the Homeland

Defeat Adversaries

Global Stabilizing Presence

Combat

Counter

Deny

Crisis

Milita

Count

Supp

Hum

NS
CONOPS

Threats/ Conditions

Parameters

Near Peer
Competitors

Rogue

Threat Assessments

ences

al /

nts

Decompose
missions into
discrete tasks

**Universal Joint Tasks
(UJT)**

Assess tasks
against pacing
threats/conditions

Quantified tasks lead to
Capability Requirements

Capability-Mission Lattice 2.0 (Ends-Ways-Means)

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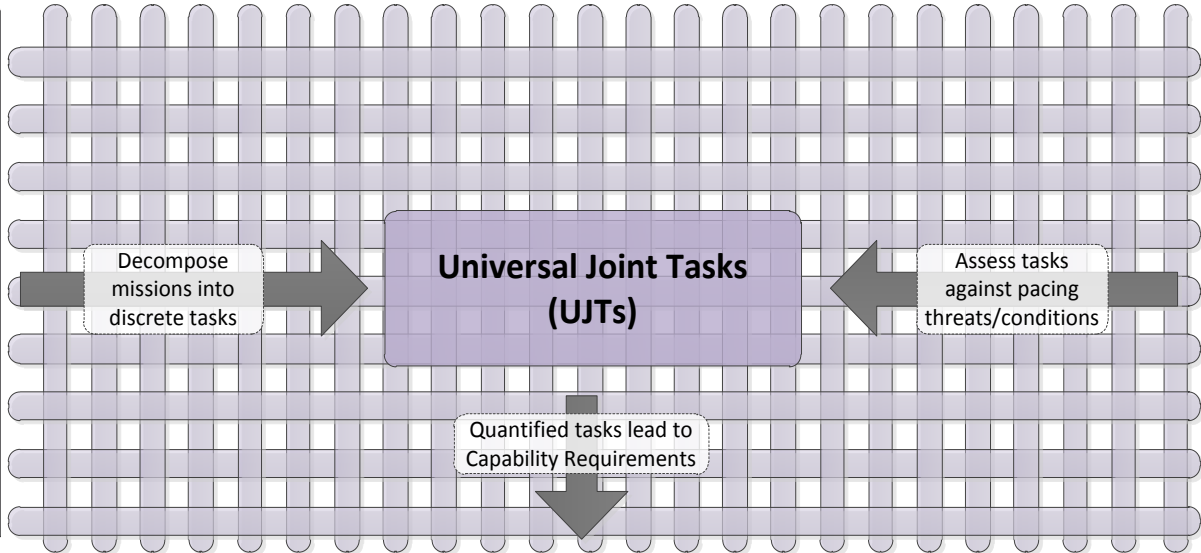
**Strategic
Guidance**

Missions / Planning / Operations

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Defense of the Homeland
Defeat Adversaries
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ISCs / OPLANs / CONPLANS

CCIO / Other Concepts and CONOPS



Threats/ Conditions

Critical Intelligence Parameters

- Near Peer Competitors
- Rogue Nations
- Non-State Actors
- Weapons of Mass Destruction

Threat Assessments

Treaties/Alliances

Environmental / Natural Events

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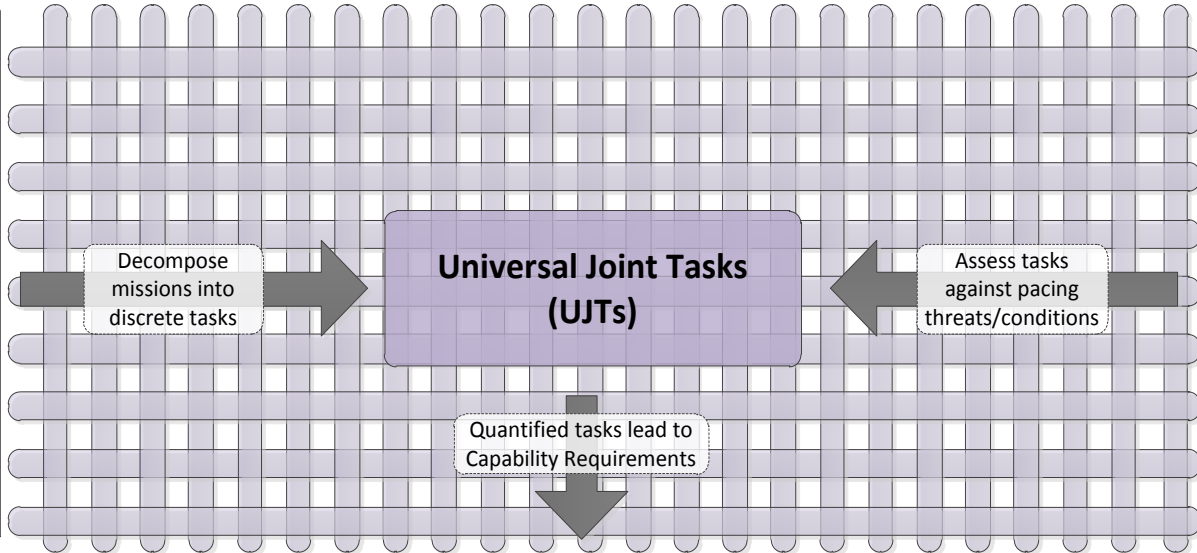
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Strategic Guidance

Missions / Planning / Operations

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ISCs / OPLANs / CONPLANS
CCJO / Other Concepts and CONOPS

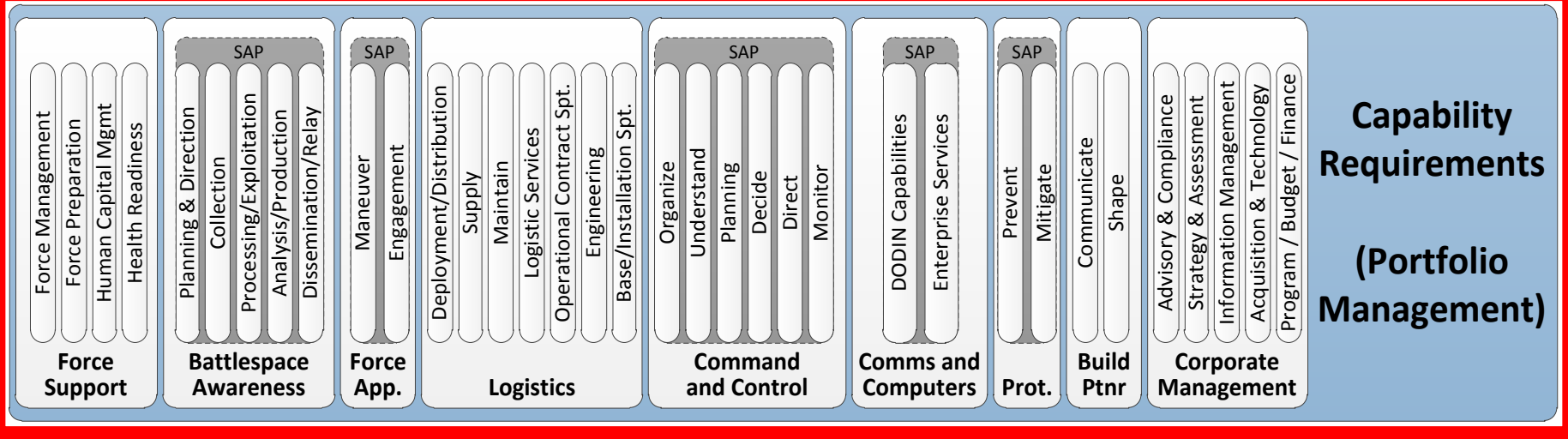


Threats/ Conditions

Near Peer Competitors
Rogue Nations
Non-State Actors
Weapons of Mass Destruction
Treaties/Alliances
Environmental / Natural Events

Critical Intelligence Parameters

Threat Assessments



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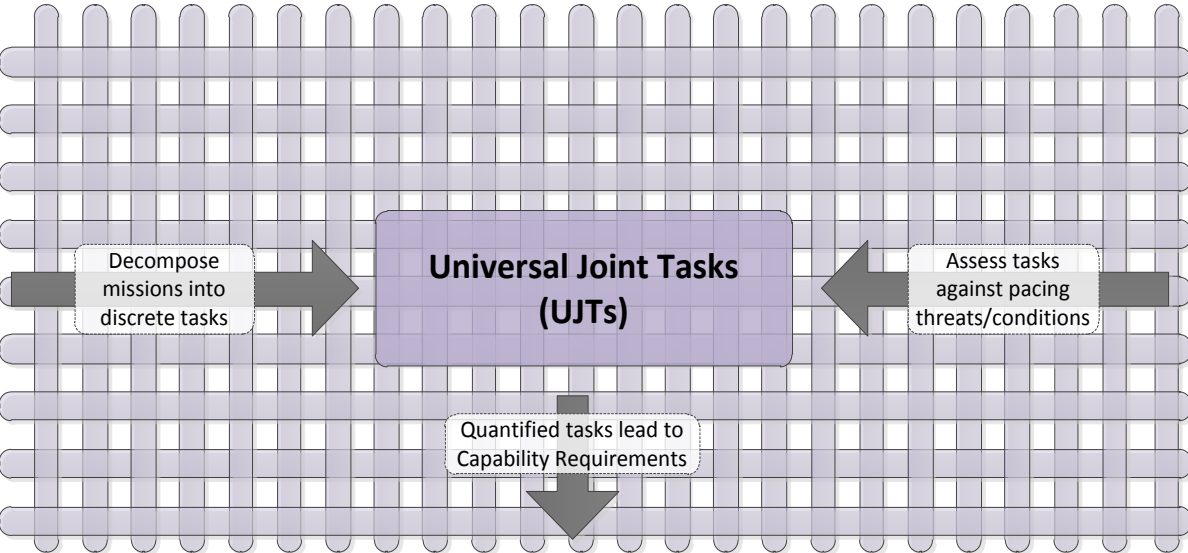
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Missions / Planning / Operations

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ISCs / OPLANS / CONPLANS

CCJO / Other Concepts and CONOPS



Threats/ Conditions

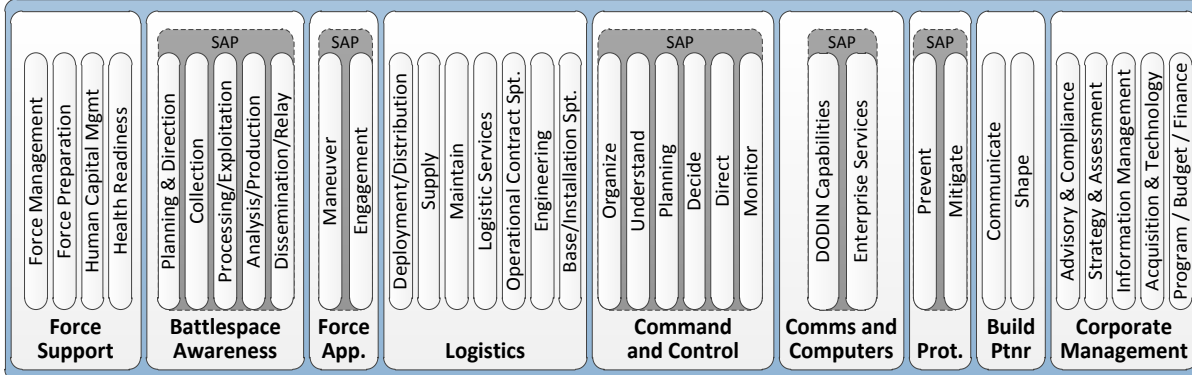
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- Near Peer Competitors
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Threat Assessments

Treaties/Alliances

Environmental / Natural Events



Capability Requirements (Portfolio Management)

Capability-Mission Lattice 2.0 (Ends-Ways-Means)

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Combat Terrorism

PLANS
and CONOPS

Threats/ Conditions

Near Peer
Competitors
Rogue
Nations

Requirement-to-Solution Mismatch (Performance and/or Quantity) Identifies Capability Gap

Doctrine

Organization

Training

SAP
Land
Systems

SAP
Sea
Systems

SAP
Air
Systems

SAP
Space
Systems

SAP
Cyber
Systems

Logistics

Mission Data / Intelligence Mission Data

Science & Technology / Research & Engineering

Materiel – Research/Acquisition/Sustainment

Leadership/Education

Personnel

Facilities

Policy

Capability
Solutions

(Materiel and
Non-Materiel)

Force M
Force P
Human C
Health
Planning
Coll
Processing
Analysis/
Dissemin

Force Support

Battlespace
Awareness

Force App.

Logistics

Command
and Control

Comms and
Computers

Prot.

Build
Ptnr

Corporate
Management

(Portfolio
Management)

Capability-Mission Lattice 2.0 (Ends-Ways-Means)

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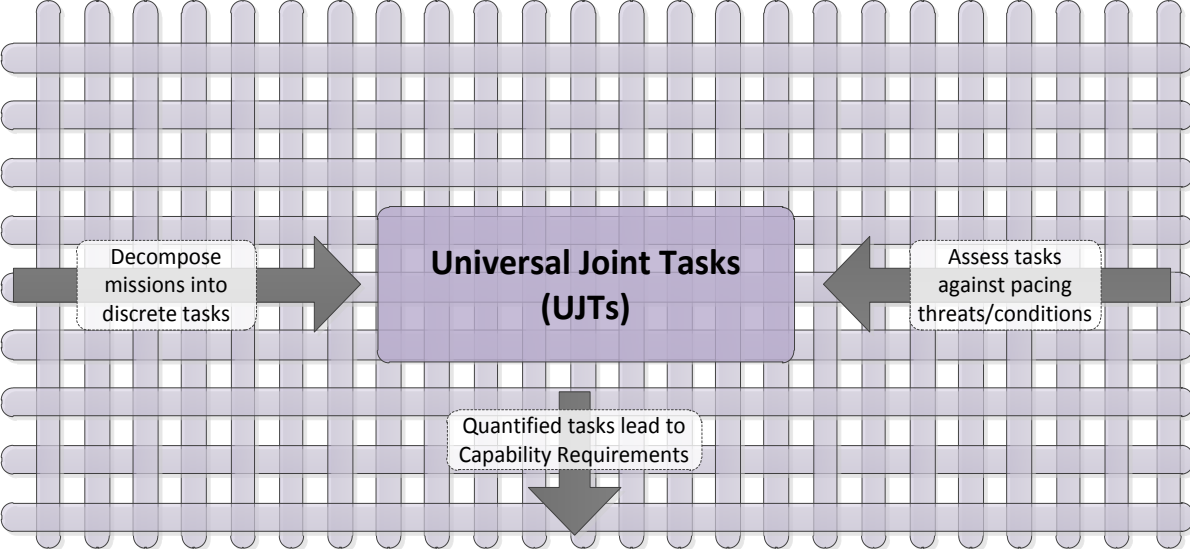
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Strategic Guidance

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Humanitarian Assistance / Disaster Response

ISCs / OPLANS / CONPLANS
CCJO / Other Concepts and CONOPS



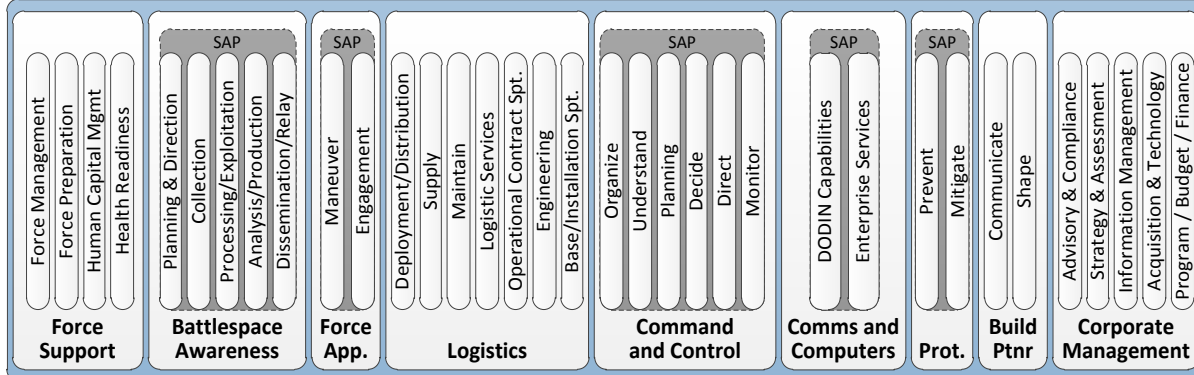
Threats/ Conditions

Threat Assessments

- Near Peer Competitors
- Rogue Nations
- Non-State Actors
- Weapons of Mass Destruction

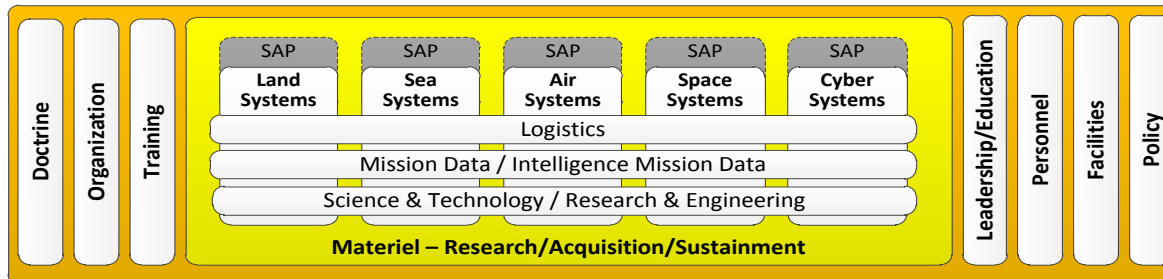
Critical Intelligence Parameters

- Treaties/Alliances
- Environmental / Natural Events



Capability Requirements (Portfolio Management)

Requirement-to-Solution Mismatch (Performance and/or Quantity) Identifies Capability Gap



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Supply of Forces (Global Force Mgmt)

USA

USN

USMC

USAF

SOCOM

CSAs

Service/Joint Exercises

Wargaming / M&S

Joint Lessons Learned

Readiness Reporting

**Force
Elements
(Readiness)**

Supply of
Capability
Solutions

Threats/ Conditions

Near Peer
Competitors

Rogue
Nations

Non-State
Actors

Weapons
of Mass
Destruction

Treaties/Alliances

Environmental /
Natural Events

Critical Intelligence Parameters
Threat Assessments

Capability
Requirements
(Portfolio
Management)

Advisory & Compliance
Strategy & Assessment
Information Management
Acquisition & Technology
Program / Budget / Finance
Corporate
Management

Capability Solutions

(Materiel and
Non-Materiel)

Doctrine

Organization

Training

Land
Systems

Sea
Systems

Air
Systems

Space
Systems

Cyber
Systems

Logistics

Mission Data / Intelligence Mission Data

Science & Technology / Research & Engineering

Materiel – Research/Acquisition/Sustainment

Leadership/Education

Personnel

Facilities

Policy

Capability-Mission Lattice 2.0 (Ends-Ways-Means)

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Missions / Planning / Operations

Maintain Nuclear Deterrence

Defense of the Homeland

Defeat Adversaries

Global Stabilizing Presence

Combat Terrorism

Counter Weapons of Mass Destruction

Deny Adversary Objectives

Crisis Response / Limited Contingency

Military Engagement / Security Cooperation

Counterinsurgency and Stability Operations

Support to Civil Authorities

Humanitarian Assistance / Disaster Relief

Supply of Forces (Global)

Threats/ Conditions

Critical Intelligence Parameters

Near Peer Competitors

Rogue Nations

Non-State Actors

Weapons of Mass Destruction

Treaties/Alliances

Environmental / Natural Events

Threat Assessments

Capability Requirements (Portfolio Management)

Acquisition & Technology
Program / Budget / Finance

Capability Solutions (Materiel and Non-Materiel)

Leadership/Education
Personnel
Facilities
Policy

RDT&E
PROC
O&M
MILPERS
MILCON

MFP 1
MFP 2
MFP 3
MFP 4
MFP 5
MFP 6
MFP 7
MFP 8
MFP 9
MFP 10
MFP 11

Resources/Investment

SAP
Land Systems

SAP
Sea Systems

SAP
Air Systems

SAP
Space Systems

SAP
Cyber Systems

Logistics

Mission Data / Intelligence Mission Data

Science & Technology / Research & Engineering

Materiel – Research/Acquisition/Sustainment

Capability-Mission

Lattice 2.0

27 July 2015

(Ends-Ways-Means)

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ISCs / OPLANS / CONPLANS
CCIO / Other Concepts and CONOPS

Supply of Forces (Global Force Mgmt)

USA
USN
USMC
USAF
SOCOM
CSAs

Service/Joint Exercises
Wargaming / M&S
Joint Lessons Learned
Readiness Reporting

Force Elements

(Readiness)

Supply of Capability Solutions

Decompose missions into discrete tasks

Universal Joint Tasks (UJT)

Assess tasks against pacing threats/conditions

Quantified tasks lead to Capability Requirements

Threats/ Conditions

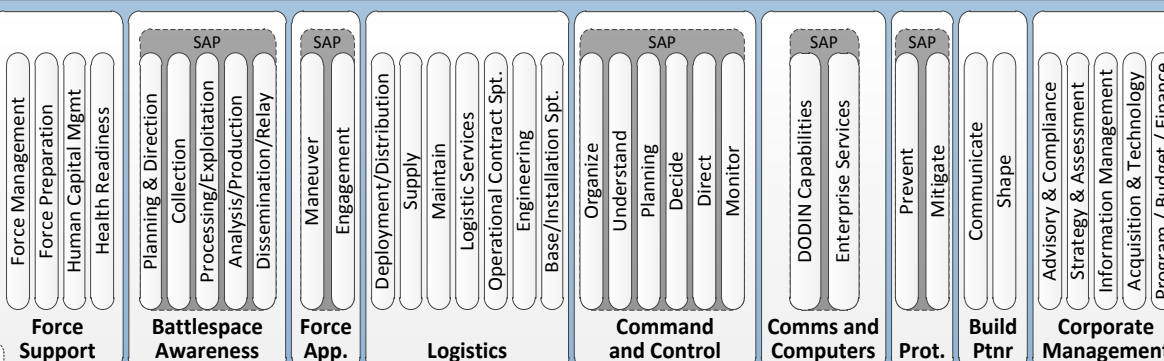
Critical Intelligence Parameters

Near Peer Competitors
Rogue Nations
Non-State Actors
Weapons of Mass Destruction

Threat Assessments

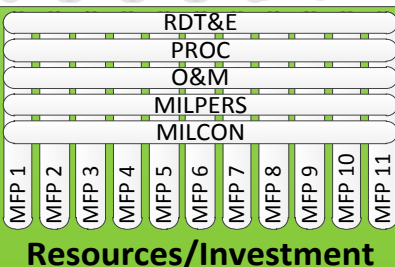
Treaties/Alliances

Environmental / Natural Events

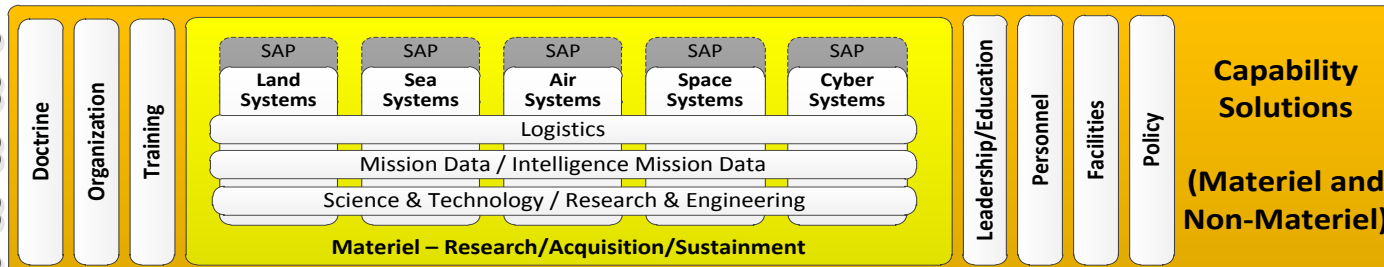


Capability Requirements (Portfolio Management)

Requirement-to-Solution Mismatch (Performance and/or Quantity) Identifies Capability Gap



Resources/Investment



Capability-Mission Lattice 2.0 (Ends-Ways-Means)

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Threat Assessments

Treaties/Alliances
Environmental /
Natural Events

**Note: Each CML is a
snapshot in time. Can
be layered for depth.**

Force
Elements
(Readiness)

Supply of
Capability
Solutions

Force Support
Battlespace Awareness
Force App.
Logistics
Command and Control
Comms and Computers
Prot.
Build Ptnr
Corporate Management

Requirement-to-Solution Mismatch (Performance and/or Quantity) Identifies Capability Gap

Capability
Requirements
(Portfolio
Management)

RDT&E
PROC
O&M
MILPERS
MILCON
MFP 1
MFP 2
MFP 3
MFP 4
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Resources/Investment

Doctrine
Organization
Training
SAP
Land Systems
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Science & Technology / Research & Engineering
Materiel – Research/Acquisition/Sustainment
Leadership/Education
Personnel
Facilities
Policy
Capability
Solutions
(Materiel and
Non-Materiel)

Capability-Mission Lattice 2.0

(Ends-Ways-Means)

27 July 2015

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National Security Interests
Unified Command Plan

Quadrennial Defense Review
Quadrennial Roles/
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Defense Planning Guidance
Joint Strategic Capabilities Plan

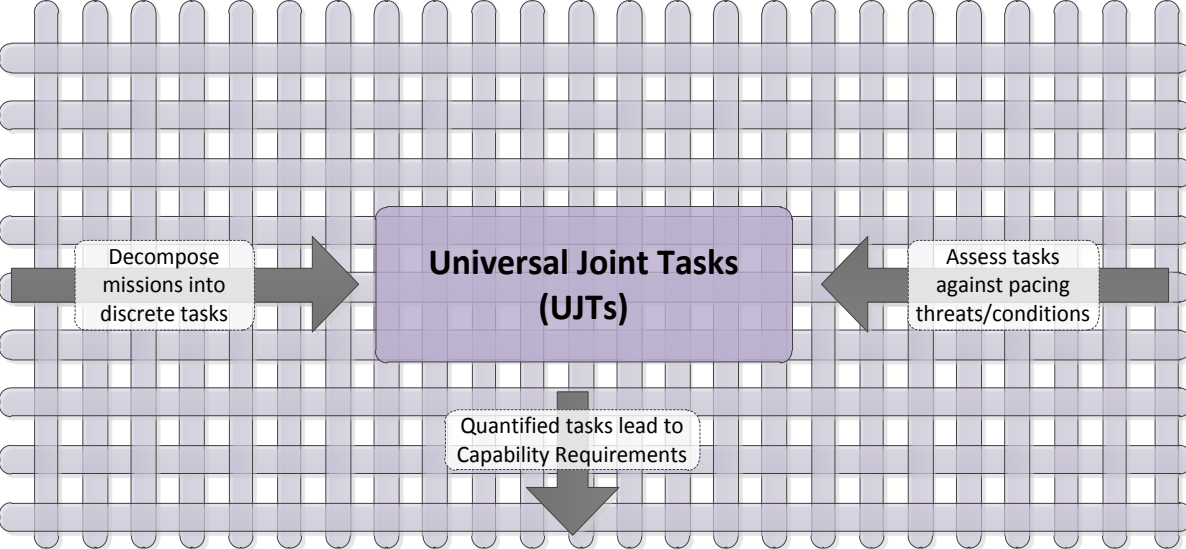
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Missions / Planning / Operations

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Threats/ Conditions

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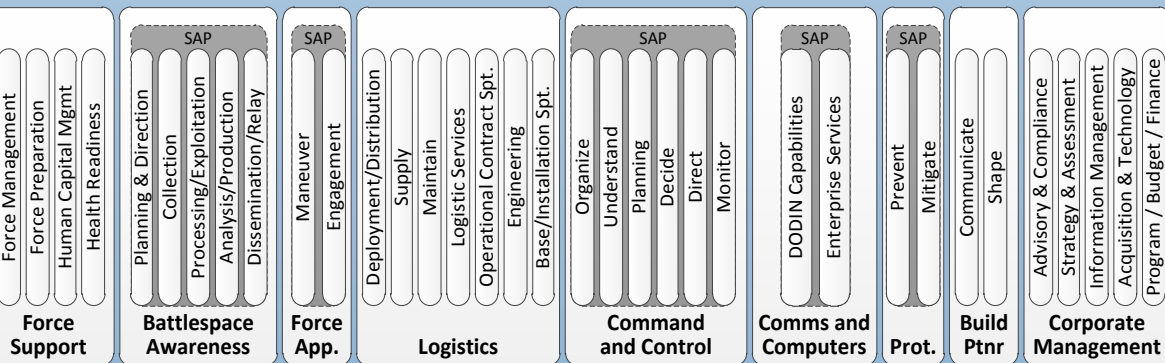
Supply of Forces (Global Force Mgmt)

USA
USN
USMC
USAF
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CSAs

Service/Joint Exercises
Wargaming / M&S
Joint Lessons Learned
Readiness Reporting

Force Elements
(Readiness)

Supply of Capability Solutions



Capability Requirements (Portfolio Management)

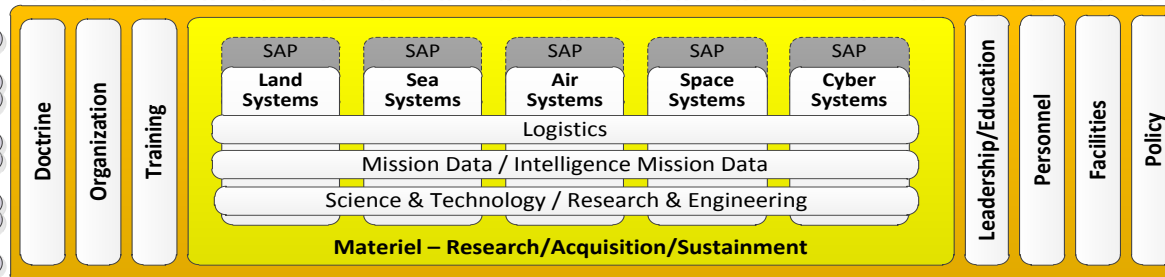
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O&M
MILPERS
MILCON

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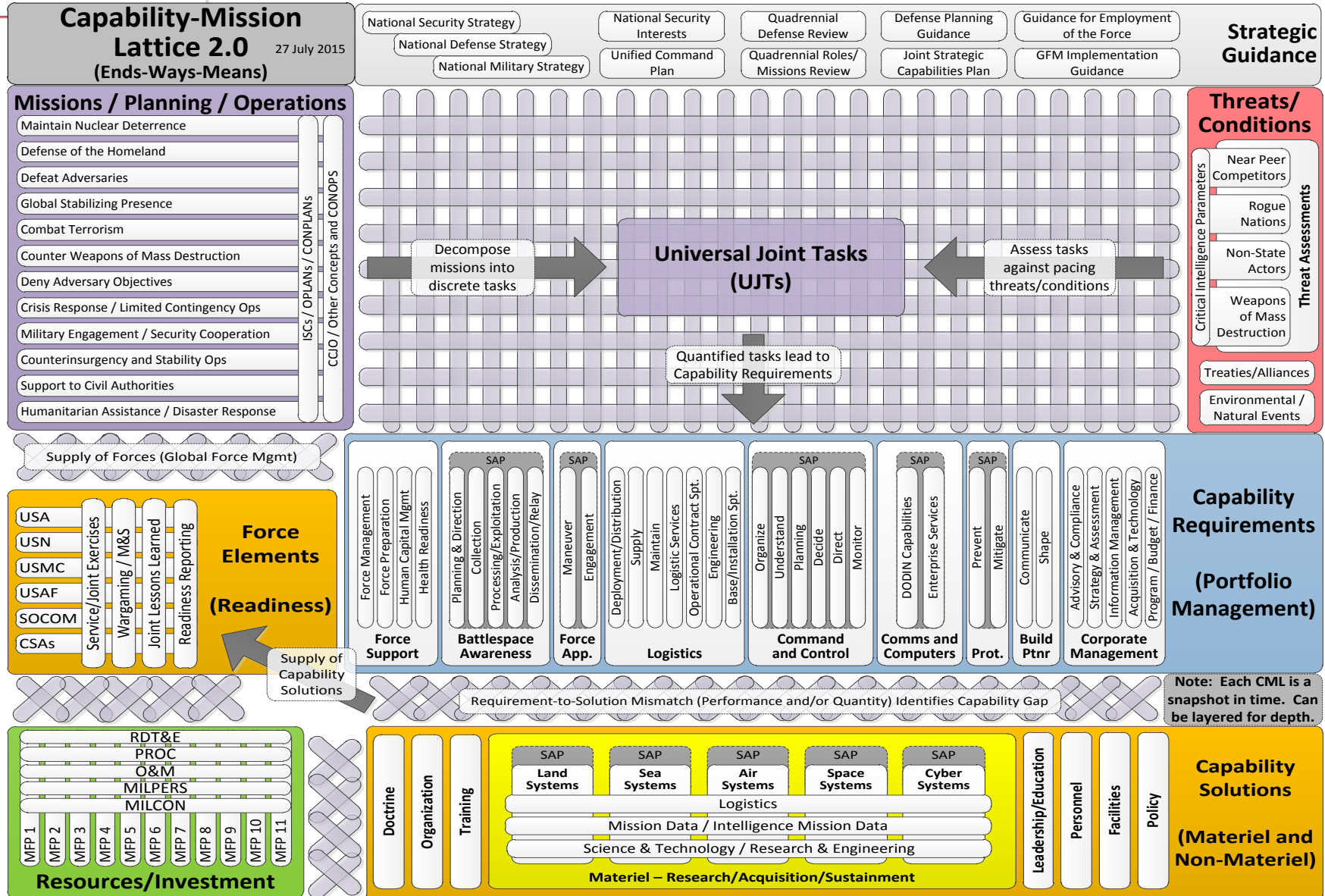
Resources/Investment



Capability Solutions (Materiel and Non-Materiel)



Questions?



- 114-102 HASC NDAA Problem Statement:
 - “...currently established education and training programs ... are insufficient to prepare the requirements workforce to fully define operational requirements, ensure trade-offs are fully assessed, and ensure the approved requirements are essential, technically feasible, and affordable.”
- Additional interest in:
 - Market research
 - Systems engineering
 - Cost estimating

- The FIPT Working Group generates competencies
- The FIPT reviews and approves those competencies
- DAU develops courses to teach those competencies
- The Working Groups report the effectiveness of the courses to the FIPT

- Meet Congressional direction
- Formal refresher training
- Alternatives:
 - On-the-job
 - DAU Knowledge Sharing
 - RMCoP, Webinars, RQRs
- What are your ideas and suggestions?
 - What can you and your shop support?

Status of RQM Courses

Course	Status
CLR 101	Current – 18 December 2014
RQM 110	Current – 28 May 2015
CLR 151	Update in QC – Late September NLT 13 October
CLR 250	Current – 10 September 2015
CLR 252	Current – 20 May 2015
RQM 310 RQM 403 RQM 413	The classroom courses are <u>always</u> current



FY16 Requirements Schedule

<div></div>	RQM 310	<div></div>	FIPT Window
<div></div>	RQM 403	<div></div>	Tri-Chair Window

October						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

November						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

December						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

January						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

February						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29					

March						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

April						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

May						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

June						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

July						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

August						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

September						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

- New online content on the Requirements Community of Practice (RMCoP)

<https://acc.dau.mil/Requirements>

- New and revised ACQuipedia articles

<https://dap.dau.mil/acquipedia>



The Next Requirements Webinar

- Do we have participants from the West Coast and the Pacific?
- Next Time?
 - 1500 EDT, Thursday, 17 December 2015
- Reminder:
 - Requirements Working Groups
 - FY17 RQM 310 and RQM 403 class quotas



The Requirements Shop Is No Further than Your Computer or Your Telephone

- Requirements Management Landing Page
 - <https://dap.dau.mil/career/rm/Pages/Default.aspx>
- RQM 110 via browse mode
 - <https://learn.dau.mil/>
- The RMCoP
 - <https://acc.dau.mil/Requirements>
- Blackboard
 - <https://myclass.dau.mil>





How Else Can DAU Help You?

- Expect a Requirements Quarterly Report (RQR)
- *Defense AT&L* and *ARJ* articles are in the works
- What additional items will help you the most?
- Mission Assistance: Working with DAU
 - What can DAU offer to your shop?
 - Targeted Training
 - Help as consultants to complete a project



Requirements Department Address

- Graduates and students can always contact DAU directly
 - RMCT@dau.mil



- | | | |
|-------------------|--|--------------|
| • Dr. Chuck Court | Charles.Court@dau.mil | 703-805-4552 |
| • Greg Prothero | Gregory.Prothero@dau.mil | 703-805-4586 |
| • Jack Mohny | Jack.Mohny@dau.mil | 703-805-4369 |
| • Matt Ghormley | Matthew.Ghormley@dau.mil | 703-805-3721 |
| • Tom Fritz | Thomas.Fritz@dau.mil | 703-805-4583 |



RQM 310 Registration/Nomination Process

- Nominated by CAR (next chart)
- Student notified when to register in the system, approximately 24-48 hours after notification
- Student completes process and notified approved for upcoming class
- Student requiring travel funding return to online registration portal and complete process
- Class vacancies can be filled with walk-ins on the first day of class

Target Audience:

Support the creation, staffing, or validation of requirements documents
Support presentations at FCBs or at Service-level Requirements Councils



Request RQM 310 Course Nomination

Service / Agency	Key Component Appointed Representative (CAR)	Registration Portal
USAF (Mil/Civ)	Lt Col Kyon Yi / Mr Jim (Trip) Weyer	https://www.atrrs.army.mil/channels/acqnow/login.asp
USA (Mil/Civ)	Mr. Mike Smith / Mr. Auggie Fucci	https://www.atrrs.army.mil/channels/aitas/login.asp
USN (Mil/Civ)	LCDR April Malveo / Ms. Christina Juergens / LCDR Darren Roe	https://www.atrrs.army.mil/channels/navyedacm/Public/DODConsentForm.htm
USMC (Mil/Civ)	Capt Frank Brown / Mr. Tom Doetzer	https://www.atrrs.army.mil/channels/navyedacm/Public/DODConsentForm.htm
DoD Civ Agencies	Lori Frumkin	https://www.atrrs.army.mil/channels/acqtas/login.asp
Non-DoD Agencies	LCDR Benjamin Janczyk (USCG)	https://www.atrrs.army.mil/faitas/External/Login/?ReturnUrl=%2ffaitas%2f
Industry Contractors (walk-in)	Sponsoring service/agency or industry-at-large	https://atrrs.army.mil/channels/nondod/login.asp
Joint Staff / CCMD	CDR Robert Loughran/Mike Aldridge/ Mike Silas	Various (depends sponsoring service/agency)

If you need assistance, email rmct@dau.mil



RQM 403 Registration Requirements

- Student Locator Card
 - Need SSN and birth date for system (Can call with info if desired)
 - If taken DAU course before, only need last four of SSN
- Student Biography
 - Provides instructors insight into student background
- RQM 403 Pre-Course Participant Survey
 - Allows instructors to tailor course discussion for key learning points

Target Audience: 1-3 Stars/Civilian Equivalents